

Tools for SMALL Businesses

Level 3 Question X:

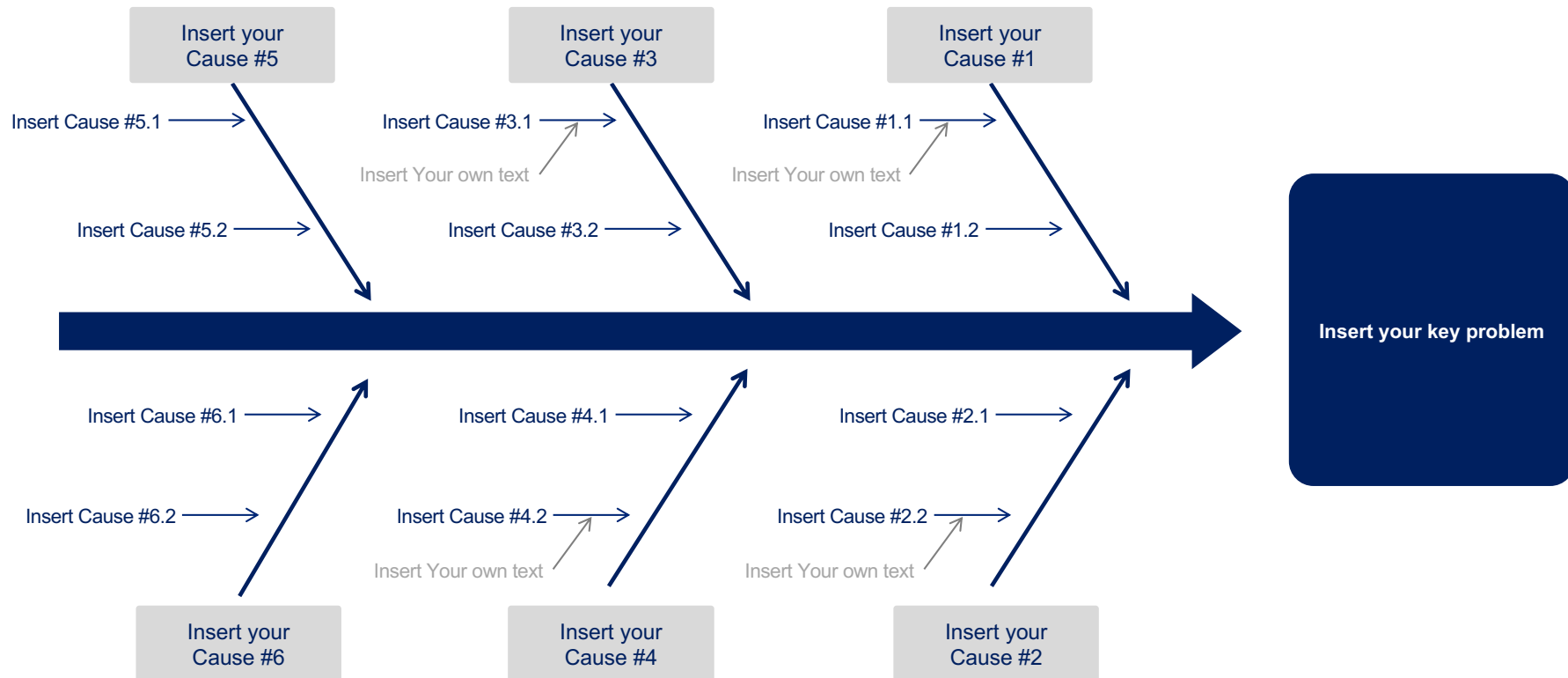
Title	Issue solving
Why	Issues and problems occur all the time in a growing organization. The challenge is to find the right format for systematic problem solving, that can move your organization forward.
What	An "issue" is defined as a problem, obstacle, barrier, idea or opportunity. Basically anything unresolved that needs to be discussed.
How	<p>Starting with your issues list, identify the top three issues, then follow the Issues Solving Track</p> <p>Step 1: Identify</p> <ul style="list-style-type: none">• The stated problem is rarely the real issue.• You have to dig down to find the real issue.• Don't move forward until you clearly identify the real issue.• Once you have identified the real issue, then move to discuss and stay laser focused on the real issue until it is solved (no tangents). <p>Step 2: Discuss</p> <ul style="list-style-type: none">• In an open and honest environment, everyone must share their thoughts, ideas, concerns, and solutions regarding the real issue. <p>Discuss and debate.</p> <ul style="list-style-type: none">• Everyone needs to get it all out on the table, but only say it once. If you say it more than once, you are politicking.• Once everything is on the table and things are getting redundant, it's time for the solution.• With the greater good in mind, the solution is always simple, though sometimes not easy and sometimes very hard. <p>Step 3: Solve</p> <ul style="list-style-type: none">• It's more important that you decide than it is what you decide ... so decide!• Sometimes you will have to go back to the discussion step after the solution is stated because you haven't truly solved it.• Once everyone agrees, or at least can live with the decision, the action step(s) must be owned by someone and put on the To-Do List, which then are confirmed complete in next week's meeting. <p>Rule of thumb: On a healthy team, eight out of ten times everyone will agree with the solution. However, two out of ten times they won't, and the Integrator needs to make the final decision. Consensus management does not work and will put you out of business faster than anything. Not everyone will be pleased in these situations, but as long as they have been heard and the team is healthy, they can usually live with it and must support the decision. From there, there must be a united front moving forward.</p>

Template	See next page
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Priority	Issue	Short term fix	Long term solution

Fishbone Diagram

A Fishbone Diagram, also called a cause and effect diagram or Ishikawa diagram, is a visualization tool for categorizing the potential causes of a problem in order to identify its root causes



Five Why's

The Five Whys tool consists in repeatedly asking “why” in order to drill down from the symptoms of an issue to the root cause. This tool will prevent a team from being satisfied with superficial solutions that won't fix the problem in the long run.

Insert your Problem Statement

Why?

Insert your own answer

Why?

Insert your own answer

Why?

Insert your own answer

Why?

Insert your own answer

Why?

Insert your own answer

Insert the Solution of the root cause of the problem